Kouga Municipality

Service Delivery & Budget Implementation Plan

Year: 2016/2017

Our VISION

Kouga, a safe, equitable, and harmonious home, with prosperous and sustainable livelihoods for all it people

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FOREWORD BY EXECUTIVE MAYOR

D. KETTLEDAS
EXECUTIVE MAYOR

1. INTRODUCTION

OBJECTIVE

The primary objective of the Service Delivery and Budget implementation Plan is to develop a 12 month plan with quarterly targets within which the Municipality has to achieve the following:

- Deliver the services represented by the expenditure in the budget
- To collect revenue to fund service delivery.

Circular 13 from National Treasury attempts to commit all stakeholders to the agreement to work towards specific objectives. This is done within the framework of consultation as outlined in Chapter 4 of the Systems Act.

The secondary objective is to reduce to writing the objectives of the organization so that it may be subjected to assessment and benchmarking at regular intervals.

It serves as supplementary support document to the approved budget represented as a policy document. It further serves as a record of the Key Performance Areas (KPA) with their corresponding Key Performance Indicators (KPI) or Critical Success Factors (CSF).

DEFINITION

S = SERVICE	THAT TANGIBLE AND INTANGIBLE GOODS AND/IOR SERVICES THAT A PRODUCT IS OF EXISTENCE BY OUR MANDATE
D = DELIVERY	THE "VEHICLE USED TO ACHIEVE THE RIGHT SERVICE AT THE RIGHT TIME, THE RIGHT PLACE, OF THE RIGHT QUANTITY AND OF THE RIGHT QUALITY
B = BUDGET	A POLICY DOCUMENT, THAT RECORDS REALISTIC INCOME AND EXPENDITURE AS WELL AS THE INTENDED ACTIVITIES
I = IMPLEMENTATION	THIS REFERS TO THE SEQUENCE AND REALIZATION OF DELIVERY AND REFLECTS ACTION AND EFFORT
P = PLAN	THIS REFLECTS THAT ANNUAL PLAN FOR A PARTICULAR YEAR TOWARDS THE ACHIEVEMENT OF OBJECTIVES AS SET OUT IN THE INTEGRATED DEVELOPMENT PLAN AS AGREED WITH BY STAKEHOLDERS

Once the budget has been approved, at least one week before the commencement of the new financial year the SD&BIP must be presented to the Mayor by the Accounting Officer after consultations with Senior Managers and other Heads of Departments.

It is required that a Draft SDBIP be prepared during March of each year.

Even though it is not a policy document like the IDP and the Budget it is a vital tool for planning and strategy development. The monitoring capability of the PMS system is vitally important towards reporting and achieving service delivery. It is a vital tool for decision-making and contracting mandates from communities.

The layers of this document will see the objectives reported by the following listed components as well as the comparisons to the Organizational Performance and in turn linked to the individual Directors and their activities within their votes.

The major components of the SDBIP are:

1. Quarterly projections of budgeted income and actual income per vote and per activity
2. Quarterly projections of budgeted expenditure, both operating and capital, against actual per vote and per activity
3. Quarterly projections of the service levels (KPA) achieved against budget spending and comment.

These will be illustrated both tabular and graphically with comments

<u>The procedure</u>

The SDBIP was fundamentally divided in two sections namely:

a. *The Service Delivery Component(SD)*
This is derived from the Performance Management System from which the KPA and its score are extracted. Here we analysed the purpose for the existence of the budget into the KPA and the corresponding KPI together with its delivery mechanism.

b. *The Budget Implementation Plan (BIP)*
Hereto we made use of controlled stationers to provide the detail associated with every line on the budget. This was to determine the justification for the budget as well as ascertain it's directive in support of a KPA

The Concept

It is that spending will be indicative of service delivery as a major consideration of whether the KPA was achieved. It is supplemented by an overview report by the Director and endorsed by the Municipal Manager.

LEGISLATION

The Municipal Finance Management Act 2004, Chapter 7, Section 53 (c) (ii), which states:

"Take reasonable steps to ensure the Municipalities SD&BIP is approved by the Mayor within 28 Days after the approval of the budget and made public no later than 14 days after that"

Circular 13, from National Treasury provides the departure point for the SDBIP.

Chapter 8 of the MFMA provides that the Accounting Officer must submit a draft of the SDBIP to the Mayor within 14 days of the budget being approved as well as a draft of the annual performance agreements required by the Municipal Systems Act

Section 72 (1), (a), (ii) states "the accounting officer of the municipality must by 25 January of each year-assess the performance of the municipality during the first half of financial year, taking into account-the municipality's service delivery performance during the first half of the financial year, and the service delivery targets and performance indicators set in the service delivery and budget implementation plan"

These sections leads us to the budget monitoring requirements of section 71 and the rest of section 72 of the MFMA where it is stipulated that the Mayor must monitor whether the budget is being implemented in accordance with SDBIP.

It should be noted that service delivery and its related expenditure is based on the ability to fund the budget. Should a shortage income realize an Adjustment Budgets, in terms of the MFMA, will be considered by Council.

The effect is that expenditure will be reduced in line with realistic income. This in turn means that service as contained in the SDBIP will then be reduced proportionately.

ROLE-PLAYERS

The Roles of the respective role players are:

1. The Executive Mayor
   As head of the Mayoral Committee and Council provides political leadership and directive and is overall responsible for the performance of the Municipality.

2. The Ward Councillor

As representative of a certain sector of the population and as promoter of the Ward Committee structure.

3. The Municipal Manager
As Accounting Officer and administratively charged with the performance of the Institution.

4. The Chief Financial Officer
As advisor to the Accounting Officer and responsible for the administration of the budget. (Section 84, (1).

Senior accountants for reporting and assistance. Delegation- MFMA

5. Senior Managers
As appointed as head of department for the respective services. Section 78, (1).

6. Senior officials and Section Heads
Reporting to Senior Managers and acting under delegation of their superiors.

7. Unions
As recognized body for organized labour being SAMWU and IMATU.

8. External Parties
- National Treasury- MFMA
- Provincial Officers and Departments.-MFMA

9. Internal Documents
- Integrated Development Plan
- Spatial Development Plans
- Local Economic Development Plan

ORGANOGRAM AND INSTITUTIONAL ARRANGEMENTS

The Organogram that depicts the structure of employees that supports and deliver the objectives of the organization. The budget is divided into activities together with the employees associated with it.

2. INCOME - BUDGETS

2.1. Revenue By Source

REVENUE BY SOURCE	Budget	Actual YTD	30-Sep-16		31-Dec-16		31-Mar-17		30-Jun-17		(%) of budget
	R		Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	
Property rates	R 148 563 488		R 59 425 395.28		R 34 169 602.29		R 28 227 062.76		R 26 741 427.88		
Service charges - electricity revenue	R 224 482 368		R 89 792 947.06		R 51 630 944.56		R 42 651 649.85		R 40 406 826.18		
Service charges - water revenue	R 53 124 403		R 21 249 761.29		R 12 218 612.74		R 10 093 636.61		R 9 562 392.58		
Service charges - sanitation revenue	R 40 787 081		R 16 314 832.49		R 9 381 028.68		R 7 749 545.43		R 7 341 674.62		
Service charges - refuse revenue	R 24 979 278		R 9 991 711.30		R 5 745 233.99		R 4 746 062.87		R 4 496 270.08		
Service charges - other	R 13 450 780		R 5 380 311.95		R 3 093 679.37		R 2 555 648.18		R 2 421 140.38		
Rental of facilities and equipment	R 590 630		R 236 252.13		R 135 844.98		R 112 219.76		R 106 313.46		
Interest earned - external investments	R 3 000 000		R 1 200 000.00		R 690 000.00		R 570 000.00		R 540 000.00		
Interest earned - outstanding debtors	R 6 500 000		R 2 600 000.00		R 1 495 000.00		R 1 235 000.00		R 1 170 000.00		
Fines	R 2 611 989		R 1 044 795.71		R 600 757.53		R 496 277.96		R 470 158.07		
Licences and permits	R 9 086 136		R 3 634 454.39		R 2 089 811.27		R 1 726 365.84		R 1 635 504.48		
Agency services	R 0		R 0.00		R 0.00		R 0.00		R 0.00		
Transfers recognised - operational	R 99 911 492		R 39 964 596.92		R 22 979 643.23		R 18 983 183.54		R 17 984 068.61		
Other revenue	R 10 842 980		R 4 337 191.92		R 2 493 885.36		R 2 060 166.16		R 1 951 736.36		
Gains on disposal of PPE	R 0		R 0.00		R 0.00		R 0.00		R 0.00		
Total Revenue (excluding capital transfers and contributions)	**R 637 930 626**		**R 255 172 250**		**R 146 724 044**		**R 121 206 819**		**R 114 827 513**		

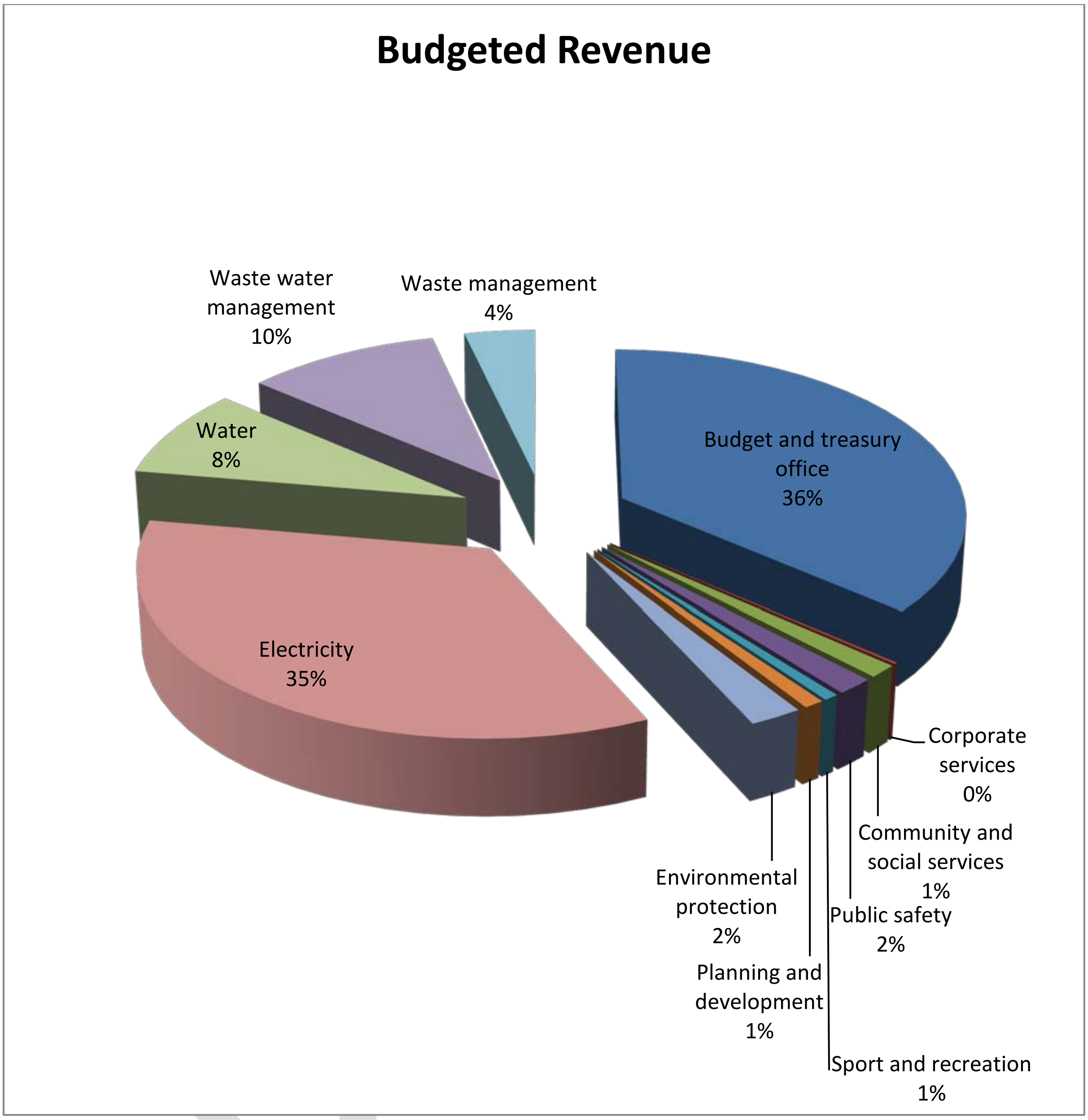
2.2. Revenue By Vote

REVENUE BY VOTE	Budget	Actual YTD	30-Sep-16		31-Dec-16		31-Mar-17		30-Jun-17		(%) of budget
	R'000		Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	
Budget and treasury office	R 248 307 523		R 99 323 009		R 57 110 730		R 47 178 429		R 44 695 354		
Corporate services	R 1 095 669		R 438 268		R 252 004		R 208 177		R 197 220		
Community and social services	R 8 576 970		R 3 430 788		R 1 972 703		R 1 629 624		R 1 543 855		
Public safety	R 10 773 064		R 4 309 226		R 2 477 805		R 2 046 882		R 1 939 152		
Sport and recreation	R 4 321 455		R 1 728 582		R 993 935		R 821 076		R 777 862		
Planning and development	R 5 880 610		R 2 352 244		R 1 352 540		R 1 117 316		R 1 058 510		
Environmental protection	R 15 233 081		R 6 093 233		R 3 503 609		R 2 894 285		R 2 741 955		
Electricity	R 236 147 139		R 94 458 856		R 54 313 842		R 44 867 956		R 42 506 485		
Water	R 58 442 501		R 23 377 001		R 13 441 775		R 11 104 075		R 10 519 650		
Waste water management	R 68 878 072		R 27 551 229		R 15 841 957		R 13 086 834		R 12 398 053		
Waste management	R 24 994 241		R 9 997 696		R 5 748 675		R 4 748 906		R 4 498 963		
Total Revenue by Vote	**R 682 650 326**		**R 273 060 130**		**R 157 009 575**		**R 129 703 562**		**R 122 877 059**		

Comments:

Here we comment on cash flow performance by GFS vote

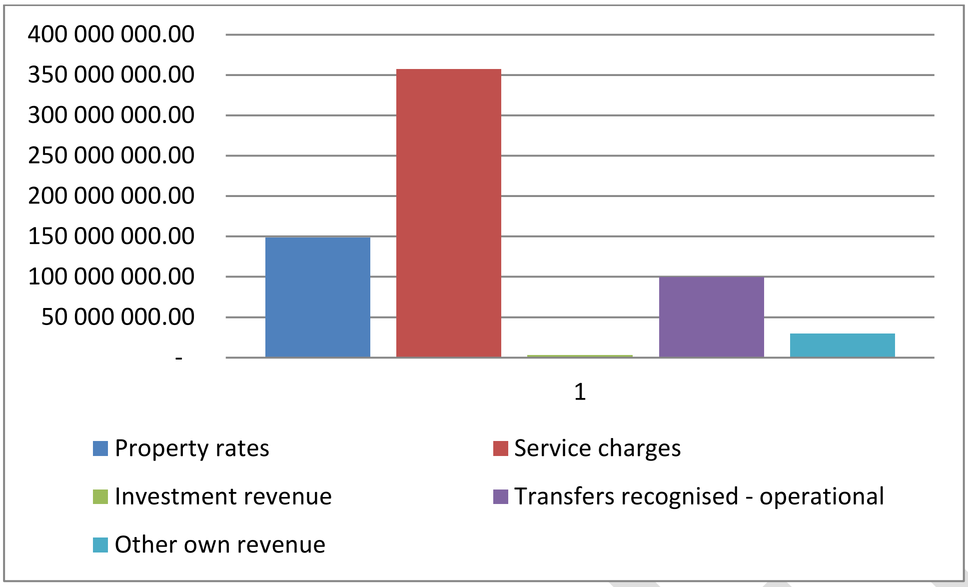
Budgeted Revenue Graph (illustration)



Comment:

Here we would report on the achievement of realistic anticipated income received and collected, as budgeted for. This includes all income

2.4. Source of Budgeted Income Graph (illustration)



Comment:

Here we would report on the achievement of realistic anticipated income received and collected, as budgeted for.

3. EXPENDITURE - BUDGETS

3.1. Operating Expenditure by Vote

OPERATING EXPENDITURE VOTE	Budget	Actual YTD	30-Sep-16		31-Dec-16		31-Mar-17		30-Jun-17		(%) of budget
	R		Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	
Executive and council	R 31 458 290		R 7 864 573		R 7 864 573		R 7 864 573		R 7 864 573		
Budget and treasury office	R 52 708 068		R 13 177 017		R 13 177 017		R 13 177 017		R 13 177 017		
Corporate services	R 47 578 327		R 11 894 582		R 11 894 582		R 11 894 582		R 11 894 582		
Community and social services	R 47 291 097		R 11 822 774		R 11 822 774		R 11 822 774		R 11 822 774		
Public safety	R 37 244 225		R 9 311 056		R 9 311 056		R 9 311 056		R 9 311 056		
Health			R 0		R 0		R 0		R 0		
Sport and recreation	R 665 658		R 166 414		R 166 414		R 166 414		R 166 414		
Housing	R 3 721 735		R 930 434		R 930 434		R 930 434		R 930 434		
Planning and development	R 96 294 632		R 24 073 658		R 24 073 658		R 24 073 658		R 24 073 658		
Road transport			R 0		R 0		R 0		R 0		
Environmental protection	R 10 769 788		R 2 692 447		R 2 692 447		R 2 692 447		R 2 692 447		
Electricity	R 232 263 893		R 58 065 973		R 58 065 973		R 58 065 973		R 58 065 973		
Water	R 53 155 873		R 13 288 968		R 13 288 968		R 13 288 968		R 13 288 968		
Waste water management	R 41 421 316		R 10 355 329		R 10 355 329		R 10 355 329		R 10 355 329		
Waste management	R 31 259 913		R 7 814 978		R 7 814 978		R 7 814 978		R 7 814 978		
Total Expenditure by Vote	**R 685 832 818**		**R 171 458 204**		**R 171 458 204**		**R 171 458 204**		**R 171 458 204**		

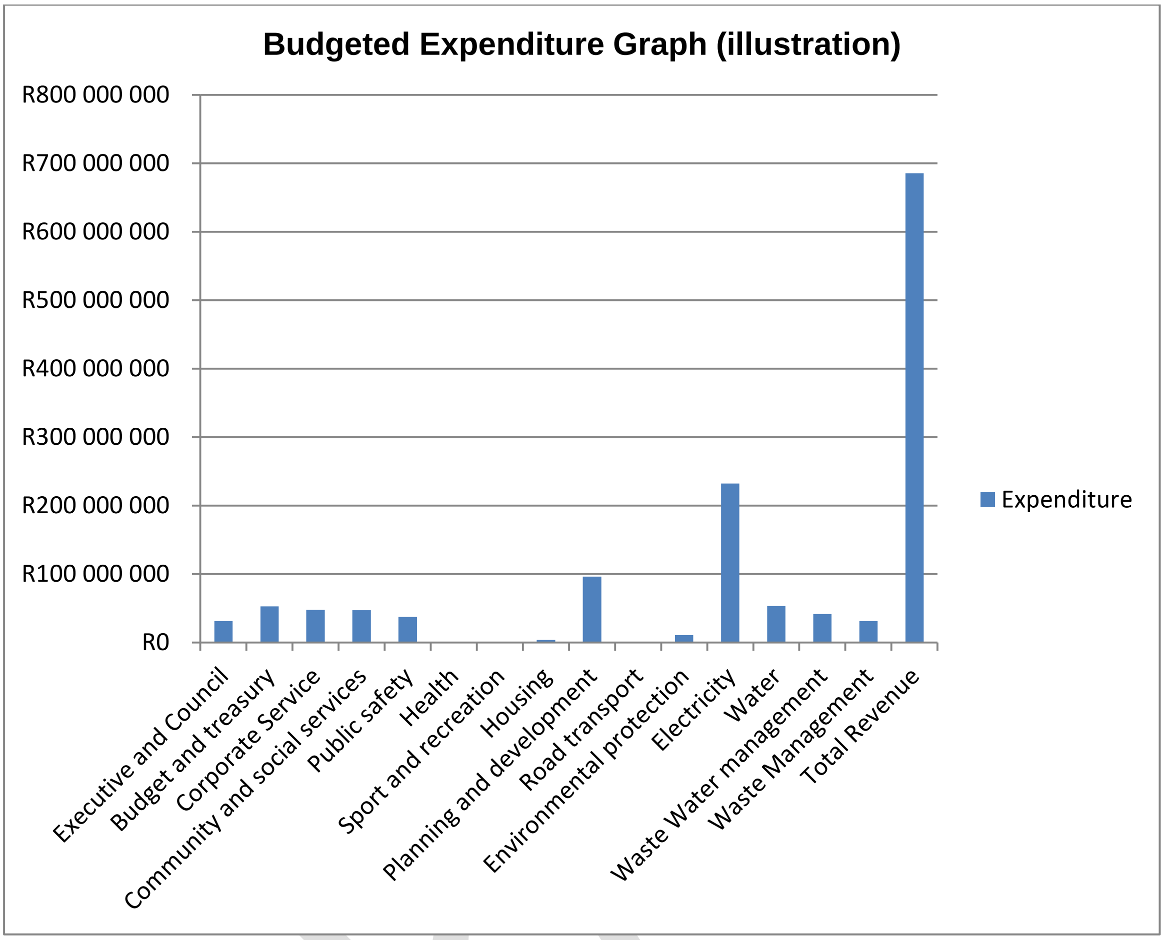
3.2 Operating Expenditure by Type

OPERATING EXPENDITURE BY TYPE	Budget	Actual YTD	30-Sep-16		31-Dec-16		31-Mar-17		30-Jun-17		(%) of budget
	R'000		Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	
Employee related costs	R 233 201 498		R 58 300 375		R 58 300 375		R 58 300 375		R 58 300 375		
Remuneration of councillors	R 11 003 887		R 2 750 972		R 2 750 972		R 2 750 972		R 2 750 972		
Debt impairment	R 30 323 244		R 7 580 811		R 7 580 811		R 7 580 811		R 7 580 811		
Depreciation & asset impairment	R 83 123 169		R 20 780 792		R 20 780 792		R 20 780 792		R 20 780 792		
Finance charges	R 4 462 808		R 1 115 702		R 1 115 702		R 1 115 702		R 1 115 702		
Bulk purchases	R 207 393 791		R 51 848 448		R 51 848 448		R 51 848 448		R 51 848 448		
Other materials	R 35 999 395		R 8 999 849		R 8 999 849		R 8 999 849		R 8 999 849		
Contracted services	R 12 536 751		R 3 134 188		R 3 134 188		R 3 134 188		R 3 134 188		
Transfers and grants	R 580 000		R 145 000		R 145 000		R 145 000		R 145 000		
Other expenditure	R 67 208 276		R 16 802 069		R 16 802 069		R 16 802 069		R 16 802 069		
Loss on disposal of PPE	R 0		R 0		R 0		R 0		R 0		
Total Expenditure	**R 685 832 818**		**R 171 458 204**		**R 171 458 204**		**R 171 458 204**		**R 171 458 204**		

Comments:

Here we comment on performance by departments, providing reason for under and over expenditure

Operating Budgeted Expenditure



Comment:

Here we would report on the spending per government classification called GFS, as budgeted for. This includes all types of expenditure

4. CAPITAL EXPENDITURE: 2016/17 YEAR

4.1. Capital Works Plan

	Adjustments Budget 2015/16	Draft Budget 2016/17	Draft Budget 2017/18	Draft Budget 2018/19	Funding Source
ADMINISTRATION, MONITORING & EVALUATION					
CORPORATE SERVICES	**179 000**	**650 000**			
Equipment	179 000	650 000			INTERNAL
SKILLS DEV. & EMPLOYMT. EQUITY		**10 000**			
Equipment		10 000			INTERNAL
MM : MEDIA LIASION		30 000			
Equipment		30 000			INTERNAL
FINANCE:INFORMATION & COMMUNICATION TECHNOLOGY	**30 000**	**30 000**			
Equipment	30 000	30 000			INTERNAL

HUMAN RESOURCES		15 000			
Equipment		15 000			INTERNAL
COUNCIL	**500 000**	**1 300 000**			
Council Chambers	500 000	1 300 000			INTERNAL
SUB-TOTAL	**709 000**	**2 035 000**			
FINANCIAL SERVICES					
FINANCE:CFO - DIRECTOR	**50 000**	**50 000**			
Equipment	50 000	50 000			INTERNAL
FINANCE : BUDGET & TREASURY	**50 000**	**50 000**			
Equipment	50 000	50 000			INTERNAL
FINANCE:EXPENDITURE	**50 000**	**50 000**			
Equipment	50 000	50 000			INTERNAL
FINANCE:REVENUE	**50 000**	**305 200**			
Equipment	50 000	305 200			INTERNAL
FINANCE:STORES	**60 000**	**60 000**			

Equipment	60 000	60 000			INTERNAL
FINANCE:SUPPLY CHAIN MANAGEMNT	**35 000**	**35 000**			
Equipment	35 000	35 000			INTERNAL
FINANCE : ASSET & FLEET MAN.	**90 000**	**90 000**			
Equipment	90 000	90 000			INTERNAL
SUB-TOTAL	**385 000**	**640 200**			
INFRASTRUCTURE, PLANNING AND DEVELOPMENT					
ELECTRICITY	**9 906 680**	**6 500 000**	**10 000 000**	**15 000 000**	
High Mast Lights	2 210 000	-			INTERNAL
New Melkhout to Jeffreys Bay Main 66kv line	3 000 000	-			INTERNAL
Electrification of OceanView	4 100 000	6 000 000	10 000 000	15 000 000	INEP
Equipment	596 680	500 000			INTERNAL

SEWERAGE	**59 939 515**	**31 777 760**	**29 671 880**	**30 965 400**	
Upgrade Kruisfontein WWTW & Outfall Sewer	12 052 924	14 679 134	24 671 880	14 221 254	MIG
Patensie Replacement of Digesters Ph 1	12 818 076	8 368 626			MIG
Thorhill Sewer	3 373 320	-			INTERNAL
Upgrading of Sanitation System in Hankey				4 244 146	MIG
Upgrading of St Francis Bay Waste Water Treatment Works				4 000 000	MIG
Upgrading of Gravel Roads				3 500 000	MIG
Hankey Wastewater Pump Station Phase 3	130 181	-			DOHS
Hankey Wastewater Treatment Works Phase2	1 917 716	-			DOHS
Pellsrus Upgrade Sewer Pumpstations	835 702	-			DOHS
Apiesdraai Upgrade Sewer Pumpstation	3 136 249	-			DOHS
Patensie Upgrade of WWTW	3 206 637	5 000 000			DOHS
Patensie Bulk Sewer Infrastructure	9 156 866	-			DOHS
Hankey New Reservoir & Bulk Gravity Feed	1 476 844	-			DOHS

Waste water infrastructure refurbishment	2 800 000	-			INTERNAL
Waste water infrastructure refurbishment	4 535 000	-			ACIP
Fencing Kwanomzamo WWTW	2 000 000	-			INTERNAL
Wavecrest Internal Sewer	2 500 000	3 730 000	5 000 000	5 000 000	INTERNAL
MIG ADMIN UNIT	**3 000**				
Equipment	3 000				INTERNAL
WATER	**23 044 805**	**4 910 000**			
J/Bay Churchill Reinforced Concrete Reservoir	12 425 520	-			DOHS
Patensie Reservoir and Bulk Water Supply	5 714 285	-			DOHS
Water conservation and Demand Management	550 000	-			DWAF
Community water supply	4 355 000	4 910 000			ACIP
SUB-TOTAL	**92 894 000**	**43 187 760**	**39 671 880**	**45 965 400**	

SOCIAL SERVICES					
CARAVAN PARKS AND CAMPING	**11 000**	**250 000**	**280 000**	**100 000**	
Furniture and equipment	11 000	250 000	100 000	-	INTERNAL
Security Gates - Jbay, Pellsrus and Hdorp		-	80 000	-	INTERNAL
Fencing - Jbay and Hdorp		-	100 000	100 000	INTERNAL
BEACHES		**300 000**			
Equipment		**300 000**			**INTERNAL**
LIBRARIES		**170 000**			
Celling of Weston library building		**120 000**			
Equipment		50 000			INTERNAL
DISASTER MANAGEMENT		225 000			
Equipment		225 000			INTERNAL
CEMETERIES	**1 200 000**	**500 000**	**1 100 000**	**1 100 000**	
Fencing of existing	1 200 000	500 000	1 000 000	1 000 000	INTERNAL

cemeteries					
Bemrs C-Place cemetery	-	-	100 000	100 000	INTERNAL
COMMUNITY SERVICES	**200 000**	**200 000**	**-**	**-**	
Chairs - Community halls	200 000	200 000	-	-	INTERNAL
ENVIRONMENTAL HEALTH	**125 000**	**235 000**	**-**	**-**	
Acquisition for wheel chairs	100 000	150 000	-	-	INTERNAL
Equipment	25 000	85 000	-	-	INTERNAL
FIRE BRIGADE	**1 375 000**	**640 000**	**-**	**-**	
Upgrade of fire hydrants	500 000	240 000	-	-	INTERNAL
Fire fighting trailer (Oyster Bay)	50 000	-	-	-	INTERNAL
Satellite fire station (Oyster Bay)	600 000	400 000	-	-	INTERNAL
Acquisition of fire fighting equipment	225 000	-	-	-	INTERNAL
OCCUPATIONAL HEALTH AND SAFETY	**30 000**	**15 000**			

Equipment	30 000	15 000			
PARKS AND OPEN SPACES	**500 000**	**1 000 000**	**-**	**-**	
Mesh Truck		1 000 000	-	-	INTERNAL
Acquisition of grass cutting equipment	500 000	-	-	-	INTERNAL
PROTECTIVE SERVICES	**400 000**				
Driving license testing track	400 000				
ENVIRONMENTAL MANAGEMENT	**850 000**	**3 750 000**	**-**	**-**	
Transfer station Patensie	-	2 000 000	-	-	INTERNAL
Thornhill Mini Transfer Station	850 000	350 000	-	-	INTERNAL
2 x Skip Trucks		500 000	-	-	INTERNAL
Skip bins		200 000	-	-	INTERNAL
Oyster Bay Mini Transfer Station	-	350 000	-	-	INTERNAL
Weston Transfer Station	-	350 000	-	-	INTERNAL
SOCIAL DEVELOPMENT	**4 300**	**35 000**	**-**	**-**	

Equipment	4 300	35 000	-	-	INTERNAL
SPORT AND RECREATION	**5 649 000**	**9 821 455**	**6 825 978**	**6 668 513**	
Kwanomzamo - New Community Hall	1 000 000	5 500 000	-	-	INTERNAL
Restoration of stage Kruisfontein Civic Centre	260 000	-	-	-	INTERNAL
Upgrading of Newton, Vusumzi Landu, Loerie, Country Club Halls		-	1 500 000	1 500 000	INTERNAL
Fencing of Community Halls		-	500 000	300 000	INTERNAL
Fencing of Sport fields		-	200 000	-	INTERNAL
Upgrade Sports Facilities	4 389 000	4 321 455	4 625 978	4 868 513	MIG
REFUSE	**-**	**3 500 000**	**-**	**-**	
2 x Compactor Truck		2 800 000	-	-	INTERNAL
2 x Skip Truck		500 000	-	-	INTERNAL
20 x Skip bins		200 000	-	-	INTERNAL
TOTAL	**10 344 300**	**20 641 455**	**8 205 978**	**7 868 513**	

LED, TOURISM & CREATIVE INDUSTRIES					
ECONOMIC DEVELOPMENT :GENERAL	**-**	**1 440 485**	**1 541 993**	**1 622 838**	
LED (Social Institutions & Micro Enterprise Infrastructure)	-	1 440 485	1 541 993	1 622 838	MIG
ECONOMIC DEVELOPMENT :BUSINESS		**30 000**			
Office Equipment		30 000			INTERNAL
KOUGA CULTURAL CENTRE	**74 000**				
Fencing-Cultural Centre	74 000				INTERNAL
LED,TOURISM & CREATIVE INDUSTRIES : DIRECTOR	**100 000**				
Furniture & Equipment	100 000				INTERNAL
SUB-TOTAL	**174 000**	**1 470 485**	**1 541 993**	**1 622 838**	
TOTAL	**104 506 300**	**67 974 900**	**49 419 851**	**55 456 751**	

5. SERVICE DELIVERY

SERVICE DELIVERY BUDGET IMPLEMENTATION PLAN: 2016/17: INSTITUTIONAL TARGETS

STRATEGIC FOCUS AREA		MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT					
STRATEGIC OBJECTIVE		To ensure a municipality that is committed to an innovative approach, prudent investments of public funds, good governance, financial viability and optimal institutional transformation that accommodates diversity in service delivery					
STRATEGY		IMPLEMENT MANAGEMENT AND CONTROLS ON FINANCES AND FINANCIAL SYSTEM SO AS TO ENSURE FINANCIAL MANAGEMENT PRACTICES ARE NOT ONLY COMPLIANT WITH RECOGNISED ACCOUNTING PRACTICES BUT ALSO INNOVATIVE TOWARDS INSTITUTIONAL TRANSFORMATION AND DIVERSITY IN SERVICE DELIVERY					
STRATEGIC PRIORITY (PR 12)		SOUND FINANCIAL PLANNING					
IDP Ref.	ANNUAL TARGETS	QUARTERLY TARGETS				Key Performance Indicator	Responsible Directorate
		30 September 2016	31 December 2016	31 March 2017	30 June 2017		
PR 12	94% of revenue collected against revenue raised	93.5 % revenue collection against revenue raised for the quarter	94% revenue collection against revenue raised for the quarter and year to date	94% revenue collection against revenue raised for the quarter and year to date	94 % revenue collection against revenue raised for the quarter and the year overall	% of revenue collected against revenue raised calculated over the reporting period	Finance
PR 12	55 Days or less for the collection of debt	55 Days for the collection of debt for the quarter from date debt was raised	55 Days for the collection of debt for the quarter from date debt was raised	55 Days for the collection of debt for the quarter from date debt was raised	55 Days for the collection of debt for the quarter and the year overall from date debt was raised	Number of days for the collection of debt from the date the debt was raised.	Finance

IDP Ref.	ANNUAL TARGETS	QUARTERLY TARGETS				Key Performance Indicator	Responsible Directorate
		30 September 2016	31 December 2016	31 March 2017	30 June 2017		
PR 12	90% of creditors paid within 30 days from date of invoice	90% of creditors paid within 30 days from date of invoice for the quarter	90% of creditors paid within 30 days from date of invoice for the quarter	90% of creditors paid within 30 days from date of invoice for the quarter	90% of creditors paid within 30 days from date of invoice for the quarter and the year overall	% of creditors paid within 30 days from date of invoice	Finance
PR 12	Less than 32% of total operational expenditure attributable to personnel costs	Less than 32% of total operational expenditure for the quarter attributable to personnel costs	Less than 32% of total operational expenditure for the quarter attributable to personnel costs	Less than 32% of total operational expenditure for the quarter attributable to personnel costs	Less than 32% of total operational expenditure for the quarter and the year overall attributable to personnel costs	% of total operational expenditure attributable to personnel costs	Administration, Monitoring and Evaluation
PR 12	95% capital budget expenditure	95% capital expenditure against planned capital expenditure for the quarter	95% capital expenditure against planned capital expenditure for the quarter	95% capital expenditure against planned capital expenditure for the quarter	95% capital expenditure against planned capital expenditure for the quarter and the year overall	% capital budget expenditure	All Directorates
PR 12	External interest not exceeding 5% of operating expenditure	N/a	External interest of less than 5% of operating expenditure	N/a	External interest of less than 5% of operating expenditure	% external interest against operating expenditure	Finance
PR 12	3% of total operating budget allocated to repairs and maintenance	3% repairs and maintenance allocation against operational budget for the quarter	3% repairs and maintenance allocation against operational budget for the quarter	3% repairs and maintenance allocation against operational budget for the quarter	3% repairs and maintenance allocation against operational budget for the quarter and the year overall	% of total operating budget allocated to repairs and maintenance	Finance
PR 12	Less than 10% variance in comparison between actual and budgeted PPE acquisitions	Less than 10% variance between budgeted and actual PPE acquisitions for the quarter	Less than 10% variance between budgeted and actual PPE acquisitions for the quarter	Less than 10% variance between budgeted and actual PPE acquisitions for the quarter	Less than 10% variance between budgeted and actual PPE acquisitions for the quarter and year overall	% variance in comparison between actual and budgeted PPE acquisitions	Finance
PR 12	Current assets exceed liabilities by 150%	N/a	Current assets exceed liabilities by 150%	N/a	Current assets exceed liabilities by 150%	% by which Current assets less inventory exceed liabilities	Finance
PR 12	100% of indigent register has access to free basic services	100% Indigent access to basic services as per Indigent Register	100% Indigent access to basic services as per Indigent Register	100% Indigent access to basic services as per Indigent Registe	100% Indigent access to basic services as per Indigent Register	% of indigent register has access to free basic services	Finance

STRATEGIC FOCUS AREA		**LOCAL ECONOMIC DEVELOPMENT**					
STRATEGIC OBJECTIVES		**To create an enabling environment for economic growth that attracts investors, encourages innovation and facilitates pro-poor inventions**					
		To facilitate real opportunities for the youth, women and people with disabilities					
STRATEGY		**IMPLEMENT, CREATE AND MAINTAIN INTERVENTIONS AND MEASURES TO ENSURE THAT ECONOMIC OPPORTUNITIES ARE CREATED AND AVAILABLE TO RESIDENTS**					
STRATEGIC PRIORITY	**(PR 8)**	**Decent employment and job creation**					
	(PR 9)	**Rural Development**					
	(PR 10)	**Education, youth development and vulnerable groups, sport development**					
	(PR 11)	**Health and HIV/AIDS**					
IDP Ref.	**ANNUAL TARGETS**	**QUARTERLY TARGETS**				**Key Performance Indicator**	**Responsible Directorate**
		30 September 2016	**31 December 2016**	**31 March 2017**	**30 June 2017**		
PR 8	100 Temporary Jobs created through private public partnerships	10/100 temporary jobs created through Public private partnerships	70/100 temporary jobs created through Public private partnerships	80/100 temporary jobs created through Public private partnerships	100/100 temporary jobs created through Public private partnerships	Number of Jobs created through private public partnerships	Local Economic Development
PR 8	100 SMME's exposed to SMME development initiatives	25/100 SMME's exposed to SMME development initiatives	50/100 SMME's exposed to SMME development initiatives	75/100 SMME's exposed to SMME development initiatives	100/100 SMME's exposed to SMME development initiatives	Number of SMME's exposed to SMME development initiatives	Local Economic Development
PR 9	50 Indigent farmers/rural residents exposed to agrarian/rural development programmes	10/50 Farmers/ rural residents exposed to agrarian/ rural development programmes	25/50 Farmers/ rural residents exposed to agrarian/ rural development programmes	40/50 Farmers/ rural residents exposed to agrarian/ rural development programmes	50/50 Farmers/ rural residents exposed to agrarian/ rural development programmes	Number of Indigent farmers/ rural residents exposed to agrarian/ rural development programmes	Local Economic Development
PR 8	60000 Tourism bed nights	5000/60 000 Tourist Bed nights	40 000/60 000 Tourist Bed nights	55 000/60 000 Tourist Bed nights	60 000/60 000 Tourist Bed nights	Number of Tourism bed nights	Local Economic Development
PR 8	90% of LED projects	90% of quarterly	90% of quarterly	90% of quarterly LED	90% of quarterly LED	% of LED project	Local Economic

	budget spent on led projects (Operational)	LED operational project budget spent on LED projects	LED operational project budget spent on LED projects	project operational budget spent on LED projects	project operational budget spent on LED projects	operational budget spent on led projects	Development
PR 10	200 Community members participated in Arts/Sports/ Heritage programs	25/200 Community members participated in Arts/Sports/Heritage training programs	100/200 Community members participated in Arts/Sports/Heritage training programs	150/200 Community members participated in Arts/Sports/Heritage training programs	200/200 Community members participated in Arts/Sports/Heritage training programs	Number of Community members participated in Arts/Sports/Heritage training programs	Local Economic Development
IDP Ref.	**ANNUAL TARGETS**	**QUARTERLY TARGETS**				**Key Performance Indicator**	**Responsible Directorate**
		30 September 2016	**31 December 2016**	**31 March 2017**	**30 June 2017**		
PR 10	60 Festivals/ Events approved/hosted/ facilitated	5/50 Festivals / Events approved and hosted	25/50 Festivals / Events approved and hosted	40/50 Festivals / Events approved and hosted	50/50Festivals / Events approved and hosted	Number of / Events Festivals approved and hosted	Local Economic Development
STRATEGIC FOCUS AREA		**MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT**					
STRATEGIC OBJECTIVES		**To develop progressive strategies to optimize the use of available human resources**					
STRATEGY		**IMPLEMENT, CREATE AND MAINTAIN INTERVENTIONS SO AS TO ENSURE THAT THE CAPACITY OF STAFF IS DEVELOPED AND IMPROVED AND THAT THE INSTITUTION REFLECTS THE DEMOGRAPHICS OF THE KOUGA AREA**					
STRATEGIC PRIORITY (PR 13)		**Institutional capacity building**					
(PR 14)		**Skills Development and Education**					
IDP Ref.	**ANNUAL TARGETS**	**QUARTERLY TARGETS**				**Key Performance Indicator**	**Responsible Directorate**
		30 September 2016	**31 December 2016**	**31 March 2017**	**30 June 2017**		
PR 13	80% Compliance with the implementation of the employment equity plan in respect of the 3 highest levels of employment	80% Compliance with the implementation of the employment equity plan in	80% Compliance with the implementation of the employment equity plan in respect of the 3	80% Compliance with the implementation of the employment equity plan in respect of the 3 highest levels of employment	80% Compliance with the implementation of the employment equity plan in respect of the 3 highest levels of employment	% Compliance with the implementation of the employment equity plan in respect of the 3 highest levels of employment	Administration, Monitoring and Evaluation

		respect of the 3 highest levels of employment	highest levels of employment				
PR 14	85% Expenditure of SETA funding received for staff development	85% Expenditure of SETA funding received for staff development in respect of the quarter	85% Expenditure of SETA funding received for staff development in respect of the quarter	85% Expenditure of SETA funding received for staff development in respect of the quarter	85% Expenditure of SETA funding received for staff development in respect of the quarter and the year overall	% Expenditure of seta funding received for staff development	Administration, Monitoring and Evaluation
PR 14	50% Compliance with the work place skills plan	50% Compliance with the work place skills plan against training targets for the quarter	50% Compliance with the work place skills plan against training targets for the quarter	50% Compliance with the work place skills plan against training targets for t e quarter	50% Compliance with the work place skills plan against training targets for the quarter and year overall	% Compliance with the work place skills plan against planned training interventions	Administration, Monitoring and Evaluation
IDP Ref.	**ANNUAL TARGETS**	**QUARTERLY TARGETS**				**Key Performance Indicator**	**Responsible Directorate**
		30 September 2016	**31 December 2016**	**31 March 2017**	**30 June 2017**		
PR 14	1% of total staff salary budget spent on skills development initiatives through SETA contributions	N/a	N/a	Motivation for budget submitted	1% of total salary budget spent on skills development initiatives through SETA contributions	% of total staff salary budget spent on skills development initiatives through SETA contributions	Administration, Monitoring and Evaluation

STRATEGIC FOCUS AREA	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**
STRATEGIC OBJECTIVE	**To establish a common vision and create coherence in government's work by seeking close partnerships with citizenry**
STRATEGY	**DEVELOP, IMPLEMENT AND MAINTAIN ADMINISTRATIVE PRACTICES COMPLIANT WITH LEGISLATIVE REQUIREMENTS WHILE AT THE SAME TIME PROVIDING OPPORTUNITIES FOR RESIDENTS TO PARTICIPATE IN THE DECISION MAKING PROCESSES OF KOUGA MUNICIPALITY**
STRATEGIC PRIORITY (PR 15)	**Ward Committees and Communication**
(PR 16)	**Responsive, accountable and effective and efficient municipal systems**

IDP	**ANNUAL TARGETS**	**QUARTERLY TARGETS**	**Key Performance Indicator**	**Responsible Directorate**

Ref.		30 September 2016	31 December 2016	31 March 2017	30 June 2017		
PR 16	90% compliance with the Audit Corrective Action Plan towards a Clean Audit	90% Compliance with Audit Corrective Action Plan for the Directorate against quarterly targets as per the plan	90% Compliance with Audit Corrective Action Plan for the Directorate against quarterly targets as per the plan	90% Compliance with Audit Corrective Action Plan for the Directorate against quarterly targets as per the plan	90% Compliance with Audit Corrective Action Plan for the Directorate against quarterly targets as per the plan and the year overall	Percentage compliance with the targets as per the Implementation report on the Audit Corrective Action Plan	All Directorates
PR 16	95% of staff between the TASK Grade levels of 17 to 11 held accountable for performance	95% of staff between the TASK Grade levels of 17 to 11 held accountable for performance	95% of staff between the TASK Grade levels of 17 to 11 held accountable for performance	95% of staff between the TASK Grade levels of 17 to 11 held accountable for performance	95% of staff between the TASK Grade levels of 17 to 11 held accountable for performance	% of staff between the TASK Grade levels of 17 to 11 held accountable for performance	All Directorates
PR 15	3 Public participation programmes held during the course of the year.	N/a	N/a	1 Public participation programme conducted during the quarter	2 Pubic participation programmes conducted during the quarter with a total of 3 public participation programmes conducted for the year	Number of public participation programmes conducted	Administration, Monitoring and Evaluation

STRATEGIC FOCUS AREA	**INFRASTRUCTURE AND BASIC SERVICE DELIVERY**
STRATEGIC OBJECTIVE	**To promote access for all citizens to equitable, appropriate and sustainable infrastructure and services within a safe environment**
	To ensure ecological integrity through sustainable practices of municipal governance
STRATEGY	**PROVIDE AND MAINTAIN BASIC SERVICE TO COMMUNITIES**
STRATEGIC PRIORITY (PR 1)	**Human Settlement**
(PR 2)	**Water and Sanitation**
(PR 3)	**Storm Water**
(PR 4)	**Roads**
(PR 5)	**Electricity**
(PR 6)	**Environmental and waste management**

IDP Ref.	ANNUAL TARGETS	QUARTERLY TARGETS				Key Performance Indicators	Responsible Directorate
		30 September 2016	31 December 2016	31 March 2017	30 June 2017		
PR 2	90% of properties in formal residential areas provided with access to potable water	90% of properties in formal residential areas provided with access to potable water	90% of properties in formal residential areas provided with access to potable water	90% of properties in formal residential areas provided with access to potable water	90% of properties in formal residential areas provided with access to potable water	% of properties in formal residential areas provided with access to potable water	Infrastructure Planning and Development
PR 2	Water losses not exceeding 9% between water purchased/ produced and water sold	Water losses not exceeding 9% between water purchased/ produced and water sold	Water losses not exceeding 9% between water purchased/ produced and water sold	Water losses not exceeding 9% between water purchased/ produced and water sold	Water losses not exceeding 9% between water purchased/ produced and water sold	% Water Losses between water purchased/produced and water sold	Infrastructure Planning and Development
PR 2	90% of properties in formal residential areas provided with sanitation services	90% of properties in formal residential areas provided with sanitation services	90% of properties in formal residential areas provided with sanitation services	90% of properties in formal residential areas provided with sanitation services	90% of properties in formal residential areas provided with sanitation services	% of properties in formal residential areas provided with sanitation services	Infrastructure Planning and Development
PR 5	90% of properties in formal residential areas provided with electricity	90% of properties in formal residential areas provided with electricity	90% of properties in formal residential areas provided with electricity	90% of properties in formal residential areas provided with electricity	90% of properties in formal residential areas provided with electricity	% of properties in formal residential areas provided with electricity	Infrastructure Planning and Development
PR 5	Electricity losses not exceeding 10% between electricity purchased and electricity sold	Electricity losses not exceeding 10% between electricity purchased and electricity sold for the quarter	Electricity losses not exceeding 10% between electricity purchased and electricity sold for the quarter	Electricity losses not exceeding 10% between electricity purchased and electricity sold for the quarter	Electricity losses not exceeding 10% between electricity purchased and electricity sold for the quarter and the year overall	% Electricity Losses between electricity purchased and electricity sold	Infrastructure Planning and Development
IDP Ref.	ANNUAL TARGETS	QUARTERLY TARGETS				Key Performance Indicator	Responsible Directorate
		30 September 2016	31 December 2016	31 March 2017	30 June 2017		
PR 6	90% of properties in	90% of properties	90% of properties in	90% of properties in	90% of properties in	% of properties in formal	Social Services

	formal residential areas with access refuse removal services	in formal residential areas serviced with refuse removal services	formal residential areas serviced with refuse removal services	formal residential areas serviced with refuse removal services	formal residential areas serviced with refuse removal services	residential areas serviced with refuse removal services	
PR 1	100% of MIG grants spent	100% expenditure of quarterly planned MIG spending	100% expenditure of quarterly planned MIG spending	100% expenditure of quarterly planned MIG spending	100% expenditure of quarterly planned MIG spending and the year overall	% of MIG grants spent against MIG grants received	Infrastructure Planning and Development
PR 5	100% of DME grants spent	15/100% of DME grants spent	35/100% of DME grants spent	55/95% of DME grants spent	100/100% of DME grants spent	% of DME grants spent	Infrastructure Planning and Development

6. REPAIRS AND MAINTENANCE PLANS

OPERATIONAL, REPAIRS AND MAINTENANCE PLAN – 2016/2017

WATER

a) Monitoring Process and Operational.

The quality of water produced at Kouga Municipality Water Treatment Works is monitored on a continual basis to ensure compliance with the South African National Standard SANS 241.

b) Repairs and Maintenance

Vote Water	Budget Amount	Item	Projected Expenditure Q1	Projected Expenditure Q2	Projected Expenditure Q3	Projected Expenditure Q4
Chemicals	R 1,800,000-00	Liquid Chlorine gas. (All plants) Hydrated White lime 25kg packet (Humansdorp) Sodium Hydroxide Solution 45-50% NaOH.(Jeffreys Bay WWTW) Polyaluminium Chloride/Polyamine Blend Solutions. (HDorp/Hankey/Patensie) Cationic Polyelectrolyte. (HDorp/Hankey/Patensie)	R 420,000-00	R 480,000-00	R 480,000-00	R 420,000-00

		Sodium Hyperchloride (Oyster Bay)				

Vote Water	Budget Amount	Item	Projected Expenditure Q1	Projected Expenditure Q2	Projected Expenditure Q3	Projected Expenditure Q4
Building and Properties	R 50,000-00	General maintenance to treatment works building. Painting roof , door and window frames.	R 10,000-00	R 20,000-00	R 10,000-00	R 10,000-00
Electrical Installation	R 200,000-00	Provision for unforeseen electrical faults on MCC panels and switchgear	R 50,000-00	R 50,000-00	R 50,000-00	R 50,000-00
		Service and repairs to Telemetry system. Humansdorp, Jeffreys Bay Hankey and Patensie systems	R 15,000-00	R 5,000-00	R 10,000-00	R 10,000-00
		Refurbish MCC Panel Paradise beach reservoir and water tower		R 60,000-00		
Fencing	R 100,000-00	Reservoirs Arcadia		R 100,000-00		
Plant and Machinery	R 1,500,000-00	Refurbish and service Blower Hankey , Jeffreys Bay and Humansdorp	R 50,000-00	R 100,000-00	R 100,000-00	R 100,000-00
		Repair and Service small plant and equipment used by personnel, eg	R 50,000-00	R 50,000-00	R 50,000-00	R 50,000-00

		pumps, generators, cutters.				
		Replace Filter Sand Filter no 2 Humansdorp		R 80,000-00		
		Replace Filter Sand Filter Hankey Filter			R 60,000-00	
		Service chlorinators and chemical dosing pumps at all works	R 100,000-00	R 100,000-00	R 100,000-00	R 100,000-00

Vote Water	**Budget Amount**	**Item**	**Projected Expenditure Q1**	**Projected Expenditure Q2**	**Projected Expenditure Q3**	**Projected Expenditure Q4**
Pump Stations and Boreholes	R 1,180,000-00	Refurbish/Service Pump Installation. Kruisfontein, Jeffreys Bay, Oyster Bay, Hankey	R 140,000-00	R 120,000-00	R 50,000-00	R 150,000-00
		Replace corroded Pipework, Valves and fittings Jeffreys Bay and Humansdorp	R 25,000-00	R 25,000-00	R 25,000-00	R 25,000-00
		Refurbish/Service Telemetry Control Network Humansdorp, Jeffreys Bay	R 40,000-00	R 20,000-00	R 20,000-00	R 20,000-00
		Provision for service and repair to Borehole Motors+Pumps. Oyster Bay, Humansdorp and Jeffreys Bay.	R 120,000-00	R 180,000-00	R 100,000-00	R 120,000-00
Reticulation	R 2,500,000-00	Provision for unforeseen water breaks Waterline size 75mm to 160mm	R 150,000-00	R 150,000-00	R 150,000-00	R 150,000-00

		Provision for unforeseen water breaks Waterline size 160mm to 250mm	R 150,000-00	R 150,000-00	R 150,000-00	R 150,000-00
		Provision for unforeseen water breaks Waterline size 250mm to 450mm	R 100,000-00	R 100,000-00	R 100,000-00	R 100,000-00
		Service/Repair/Replace Flow Control Valves at Reservoirs	R 30,000-00	R 20,000-00	R 10,000-00	R 50,000-00
		Repairs, Service and replacement of faulty water meters Bulk/Zone	R 100,000-00	R 70,000-00	R 70,000-00	R 100,000-00
		Repairs, replacement of faulty water meters Domestic.	R 25,000-00	R 50,000-00	R 25,000-00	R 50,000-00
		Locate, Service, Replace and Mark Isolation Valves	R 75,000-00	R 25,000-00	R 25,000-00	R 75,000-00
		Install New Air Release Valves(Reduce Breaks)	R 25,000-00	R 25,000-00	R 25,000-00	R 25,000-00

SEWER

a) Monitoring Process and Operational.

The quality of water produced at Kouga Mun Waste Water treatment works is monitored on a continual basis to ensure compliance with the National Water Act. Microbiological and Chemical samples are taken at the following waste water treatment works operated by Kouga Municipality.

1) Thornhill
2) Loerie
3) Hankey
4) Humansdorp- Kruisfontein
5) Humansdorp – Kwanomzamo
6) St Francis Bay
7) Jeffreys Bay

Compliance monitoring	Determents	No of samples per month	Frequency

Microbiological of Final Effluent	E.coli Faecal Coliforms	7 7	Monthly (1st week of each month)
Chemical determents of Inflow	Ph Conductivity Nitrate plus Nitrite Ammonia Phosporus(Total) Residual Chlorine(Total) Chemical Oxygen Demand Suspended Solids	7 7 7 7 7 7 7 7	Monthly (1st week of each month)
Chemical determents of Final Effluent	Ph Conductivity Nitrate plus Nitrite Ammonia Phosporus(Total) Residual Chlorine(Total) Chemical Oxygen Demand Suspended Solids	7 7 7 7 7 7 7 7	Monthly (1st week of each month)

b) Repairs and Maintenance

Vote Sewer	Budget amount	Item	Projected Expenditure Q1	Projected Expenditure Q2	Projected Expenditure Q3	Projected Expenditure Q4
Chemicals	R 350,000-00	Liquid chlorine gas in 70kg cylinders.	R 80,000-00	R 95,000-00	R 95,000-00	R 80,000-00

		Industrial (Scientific) Chlorine Chips.				
		Cationic polyelectrolyte as an aid in centrifuging sewage sludge.				
Building And Properties	R 20,000-00	General Maintenance.	R 5,000-00	R 5,000-00	R 5,000-00	R 5,000-00
Electrical Installations	R 538,560-00	Provision for unforeseen repairs electrical control Panels All Areas	R 60,000-00	R 100,000-00	R 100,000.00	R 70,000-00
		Repair/Service Standby Generator	R 25,000-00	R 25,000-00	R 30,000-00	R 20,000-00
		Repair/Service Soft Starter/Star Delta	R 10,000-00	R 15,000-00	R 30,000-00	R 15,000-00
		Repair Telemetry Network	R 18,560-00	R 10,000-00	R 5,000-000	R 5,000-00
Fencing	R 500,000-00	Sewer Pump Station 4A Loerie,Trevor Manual	R 100,000-00	R 250,000-00	R 100,000-00	R 50,000-00

Vote Sewer	Budget amount	Item	Projected Expenditure	Projected Expenditure	Projected Expenditure	Projected Expenditure

			Q1	Q2	Q3	Q4
Reticulation	R 2,120,000-00	High Pressure Cleaning of sewer lines. Blockages	R 200,000-00	R 250,000-00	R 250,000-00	R 200,000-00
		High Pressure Cleaning of sewer lines. Routine	R 50,000-00	R 50,000-00	R 50,000-00	R 50,000-00
		Provision replacement pipe (Damage/Blockages)	R 150,000-00	R 150,000-00	R 150,000-00	R 150,000-00
		Provision clean up sewer spillages/blockages. Disinfectant dip.	R 50,000-00	R 50,000-00	R 50,000-00	R 50,000-00
Sewer Pump Stations	R 1,370,371-00	Cleaning out debris from sewer pump station sumps to prevent damage to impellers and mechanical seals. Essential preventative maintenance	R 150,000-00	R150,000-00	R 150,000-00	R 100,000-00
		Service /Replace/Repair corroded valve/non returns	R 50,000-00	R 10,000-00	R 10,000-00	R 10,000-00
		Provision for Repair /Service of Submersible Pumps	R 100,000-00	R 150,000-00	R 150,000-00	R 100,000-00
		Repair/Refurbish/Service Air Release Valves Rising Main	R 75,000-00	R 25,000-00	R 30,000-00	R 20,000-00
		Repair/Service Ultrasonic controls	R 25,000-00	R 25,000-00	R 20,000-00	R 20,000-00

Vote Sewer	Budget Amount	Item	Projected Expenditure Q1	Projected Expenditure Q1	Projected Expenditure Q1	Projected Expenditure Q1
Treatment Works	R 330,000-00	Refurbish and Service Chlorinator all plants	R 15,000-00	R 15,000-00	R 15,000-00	R 15,000-00
		Refurbish and Service Aerators Humansdorp, St Francis Bay, Hankey, Thornhill	R 35,000-00	R 80,000-00	R 25,000-00	R 30,000-00
		Refurbish and Service Re-circulation Pump	R 20,000-00	R 50,000-00		
		Service Dehydrator Jeffreys Bay		R 30,000-00		

ROADS AND STORM WATER

a) Repairs and Maintenance

Vote	Budget Amount	Item	Projected Expenditure Q1	Projected Expenditure Q2	Projected Expenditure Q3	Projected Expenditure Q4
Building/ Properties	R 40,000-00	General building maintenance	R 10,000-00	R 10,000-00	R 10,000-00	R 10,000-00
Fencing	R 36,960-00	General Repairs to gate and fences	R 6,960-00	R 10,000-00	R 10,000-00	R 10,000-00
Plant/Machinery	R 56,932-00	General repairs operational equipment	R 14,233-00	R 14,233-00	R 14,233-00	R 14,233-00

Reseal Roads	R 2,000,000-00	St Francis Bay Cape St Francis Pothole and reseal	R 50,000-00	R 150,000-00	R 100,000-00	R 95,250-00
		Humansdorp Pothole and reseal	R 105,000-00	R 100,800-00	R 191,450-00	R 100,000-00
		Jeffreys Bay Pothole and reseal	R180,000-00	R 127,500-00	R 200,000-00	R 200,000-00
		Hankey/Patensie/Loerie Porthole and reseal	R 90,000-00	R 100,000-00	R 110,000-00	R 100,000-00
Stormwater	R 700,000-00	High Pressure Jetting of SW lines	R 75,000-00	R 80,000-00	R 60,000-00	R 60,000-00
		Storm water inlets and kerbing	R 50,000-00	R 50,000-00	R 75,000-00	R 50,000-00
		Replace repair broken pipes/channels/sidewalks	R 50,000-00	R 80,000-00	R 20,000-00	R 50,000-00
Street nameplates	R 25,000-00	Erection of street names		R 12,000-00	R 13,000-00	
Street	R 1,800,000-00	Apply herbicide to road verges	R 20,000-00	R 10,000-00	R 10,000-00	R 10,000-00
	Hire Grader	Humansdorp (360hr) = ± R 280,000-00	R 200,000-00	R 80,000-00		
		Thornhill (45hr) = ± R35,000-00		R 35,000-00		
		Loerie (80hr) = ± R 65,000-00		R 65,000-00		
		Hankey (80 hr) = ± R 65,000-00			R 65,000-00	
		Jeffreys Bay (130HR)=± R 100,000-00			R 50,000-00	R 50,000-00
		Sea Vista/Oyster Bay (80hr)=± R65,000-00				R 65,000-00
		Aggregate	R 200,000-00	R 200,000-00	R 150,000-00	R 150,000-00
		Potehole repairs (All areas)	R 100,000-00	R 140,000-00	R 100,000-00	R 100,000-00

ELECTRICITY

Vote Electricity	Budget Amount	Item	Projected Expenditure Q1	Projected Expenditure Q2	Projected Expenditure Q3	Projected Expenditure Q4

Repair and rehab of road and walkway	R 671,419-00	Due to trenching and rehab of roads to outdoor substation.	R 160,000-00	R 200,000-00	R 200,000-00	R 111,419-00
R&M buildings and properties	R 86,251-00	Repair doors, locks, hinges, wooden frames and painting of interior and exterior walls.	R 21,562-00	R 21,562-00	R 21,562-00	R 21,562-00
R&M Sub Stations	R 1,301,006-00	Fencing NRS 060:2001 code of practice for clearance for electrical systems D-DT 5237 (Eskom Spec) Earthing and bonding Lightning protection Labelling of cables Trending	R 325,251-00	R 325,251-00	R 325,251-00	R 325,251-00
R&M Hankey & Patensie	R 434,980-00	Project trenching, excavation & compaction Street Lights cables Lightning protection Repair High mast structure	R 100,000-00	R 134,980-00	R 100,000-00	R 100,000-00

Vote Electricity	Budget Amount	Item	Projected Expenditure Q1	Projected Expenditure Q2	Projected Expenditure Q3	Projected Expenditure Q4
R&M Plant & Machinery	R 42,520-00	Hiring of machinery, crane trucks etc.	R 10,630-00	R 10,630-00	R 10,630-00	R 10,630-00
R&M Street Lights	R 1,166,635-00	Installation 125 W/M luminaires which includes C/B Install 250W HPS luminaires Install 250 mm long gal mounting brackets Install faulty laps Planting of 7,2 steel poles Planting of 9m hollow concrete poles General repair & Maintenance high mast lights Replace, lamps, holder, ballasts, choke starters, luminaire contactor, relay, trailing cable plug, revering of DB and complete 1000W fitting.	R194,440-00	R 388,878-00	R 250,000-00	R 333,317-00

Vote Electricity	Budget Amount	Item	Projected Expenditure Q1	Projected Expenditure Q2	Projected Expenditure Q3	Projected Expenditure Q4
R&M Reticulation	R 5,360,868-00	Oil purification and switchgear testing Replacing of defect oils Instrument, meters and protection relays	R200,000-00	R 150,000-00	R 150,000-00	R 200,000-00
		MV switch gear and substation testing Battery changers code of practice for electricity metering Sans 474/NRS57:2005 Instrument transformers Sans 60044 Overhead line fault path indicators NRS072 Spec for voltage transformers	R 50,000-00	R 50,000-00	R 50,000-00	R 50,000-00
		Install MV and LV cable 2100 meters HT cables which include 22 KV and 11Kv.	R 50,000-00	R 100,000-00	R 200,000-00	R 150,000-00
		MV and LV cable joint and terminations Repairing of faults on MV and LV cables	R 100,000-00	R 120,000-00	R 120,000-00	R 100,000-00
		MV and LV overhead power line Maintenance of 66KV overhead lines Maintenance of 22Kv overhead line Replace LV cresante poles	R 50,000-00	R 230,000-00	R 420,000-00	R 600,000-00
		MV Transformers maintenance & testing Removal of rust respray avocado green and	R 210,000-00	R 170,000-00	R 300,000-00	R 300,000-00

		refurbishing of mini-sub. Replace LV and HT cork gaskets. Replace oil if SF6, check pressure and fill. Insulation test of medium and low voltage windings DE tank conversing tank and refill Replace broken insulators				
		Miniature sub-stations and pole Mounted transformers Respray with Zinc and avocado paint Sabs 1091 for coastal conditions.	R 150,000-00	R 120,000-00	R 250,000-00	R 300,000-00
		Auto-reclosers & sectionalizes respray and replace with silicon insulators Painted for severe corrosive conditions	R 50,000-00	R 200,000-00	R 120,000-00	R 150,000-00

6.2 Departmental Performance

6.2.1. Departmental Performance Table

Department	Score
Administration Monitoring and Evaluation	**Quarterly Assessment**
Finance	**Quarterly Assessment**
Infrastructure Planning and Development	**Quarterly Assessment**
LED, Tourism and Creative Industries	**Quarterly Assessment**
Social Services	**Quarterly Assessment**

7. Measuring performance

In order to ensure that actual performance results are interpreted consistently it is essential that documentation and means of measurement be clearly defined so as to ensure that progress and/or results achieved can be verified and reported on in a consistent manner.

7.2 Defining the term “Indicator”

Indicators are the quantitative or qualitative variables that provide a simple and reliable means to measure achievement, to reflect the changes connected to an intervention, or to help assess the performance of an organization against the stated outcome.

For reason that qualitative indicators is often more difficult to measure objectively at the internal level, are qualitative not used to measure performance at this stage.

In order to keep the means of measurement simple and accurate are the following indicators generally used to measure performance in the implementation of this SDBIP:

- **Cost indicators** in determining the economy and efficiency of service delivery and compliance with budget restrictions.
- **Quantity indicators** relate to the number of inputs, activities or outputs. Quantity indicators is generally be time-bound; e.g. the number of inputs available at a specific point in time, or the number of outputs produced over a specific time period. The quarterly target provides the time bound indicators in respect of the quantity indicators used to track performance.

- **Date and time frame indicators** reflect timeliness of service delivery. They include service frequency measures, waiting times, response time, turnaround times, time frames for service delivery and timeliness of service delivery. Targets at institutional level are generally always set at quarterly level thus also providing for a time related indicator over and above other indicators that may be used.

7.2 KEY PERFORMANCE INDICATORS, SUPPORTING DOCUMENTATION AND MEANS OF MEASUREMENT

The following schedule reflects each Key Performance Indicator applied in this Service Delivery and Budget Implementation Plan, the supporting documentation required to substantiate performance claims and the means of applying the supporting documentation in the measurement of performance:

Key Performance Indicator	Supporting Documentation required	Means of measurement
% of revenue collected against revenue raised	Monthly financial report on revenue raised in respect of service and rates accounts in respect of the period of measurement and the financial report on revenue collected in respect of service and rates accounts in respect of the period of measurement	Calculating actual revenue raised on service and rates accounts over the reporting period expressed as a percentage of revenue collected.
Number of days for the collection of debt	Monthly financial report on revenue raised in respect of service and rates accounts in respect of the period of measurement and the financial report on revenue collected in respect of service and rates accounts in respect of the period of measurement	Calculating the actual number of days for the collection of debt from the service and rates over the reporting period inclusive of outstanding debt from date of issue of account
% of creditors paid within 30 days	Reconciled creditors account and payment schedules with average dates of payment of all creditors for the reporting period from date of invoice	Calculating the actual number of days for the payment of creditors accounts over the reporting period, exclusive of fixed term repayment arrangements from date of invoice
% of total operational expenditure attributable to personnel costs	Operational budget for the reporting period and total personnel expenditure for the reporting period.	Calculating the total personnel expenditure, exclusive of traveling and subsistence and staff development costs as a percentage of the total operational budget for the reporting period expressed as a percentage.
% capital budget expenditure	Capital budget and capital budget expenditure for the reporting period	Calculating capital budget expenditure expressed as a percentage of the projected capital expenditure for the reporting period.
% external interest against operating expenditure	Financial report on interest charged in respect of loans and operational budget for the reporting period	Calculating the percentage of interest charged on loans, exclusive of interest on overdue accounts expressed as a percentage of the operational budget for the reporting period.
% of total operating budget allocated to repairs and	Operational budget for the reporting period and operational budget for repairs and maintenance	Calculating the allocated operational budget for repairs and maintenance expressed as a percentage of the total operational budget for the reporting period
% variance in comparison of actual and budgeted	Financial report on property plant and equipment acquisitions	Calculating the actual value of acquisitions of property

Key Performance Indicator	Supporting Documentation required	Means of measurement
PPE acquisitions	with a report on planned budgeted acquisitions over the reporting period	plant and equipment expressed as a percentage of the planned acquisitions budgeted for over the reporting period.
% by which Current assets less inventory exceed liabilities	Financial report in respect of liabilities and value of current assets over the reporting period	Calculating the percentage by which the value of current assets exceed the liabilities over the reporting period
% of indigent register has access to free basic services	Indigent register and report on service provided to indigent residents over the reporting period	Calculating the percentage of indigent residents with access to basic services as per the indigent register over the reporting period
Number of temporary Jobs created through private public partnerships	Report on temporary jobs created for the reporting period through private public partnerships	Documentary proof of private public partnerships (report) add number of temporary jobs created for the reporting period
Number of SMME's exposed to SMME development initiatives	Attendance register for SMME development initiatives for the reporting period	Calculating the number of SMME's attending development initiatives for the reporting period
Number of Indigent farmer/rural residents exposed to agrarian/rura/development programmes	Attendance registers for indigent farmers/rural residents attending agrarian/rural development programmes for the reporting period	Calculating the number of indigent farmers/rural residents attending agrarian/rural development programmes for the reporting period
Number of Tourism bed nights	Reports from the tourism offices on bed nights sold for the reporting period	Calculating the number of tourism bed nights sold for the reporting period from reports by tourism offices
% of LED operational project budget spent on led projects	LED operational budget and expenditure report for the reporting period	Calculating the percentage of operational budget spent against planned budget expenditure on LED implementation for the reporting period
Number of Community members participated in Arts/Sports/Heritage training programs	Attendance register of community members participating in Arts/Sports and Heritage training program initiated by the Municipality	Calculating the number of community members that participated in Arts/Sports and Heritage training programs initiated by the municipality
Number of / Events Festivals approved and hosted	Council/Events Committee resolutions for the approval of festivals and events in Kouga and proof of festivals held (Photos and other) for the reporting period	Calculating the number of festivals and events approved and hosted for the reporting period
% Compliance with the implementation of the employment equity plan in respect of the 3 highest levels of employment	Employment Equity Plan and targets and proof of appointments made for the reporting period	Calculating the percentage compliance with the Employment Equity plan based on current staff and new appointments made for the reporting period
% Expenditure of seta funding for staff development	Proof of SETA grant funding and expenditure for the reporting period	Calculating the percentage expenditure of SETA funding against planned expenditure for the reporting period
% Compliance with the work place skills plan	Work Place Skills Plan and proof of training interventions implemented from the Work Place Skills Plan for the reporting period	Calculating the percentage compliance with the implementation of the Work Place Skills Plan for the reporting period based on planned skills development initiatives
% of total staff salary budget spent on skills	SETA Skills fund payments made by Kouga Municipality	Calculating the percentage of staff salary budget provided

Key Performance Indicator	Supporting Documentation required	Means of measurement
development initiatives trough SETA contributions		for skills development for the reporting period against actual paid over to SETA
% compliance with the implementation of the Audit Corrective Action Plan	Audit Corrective Action implementation plans	Calculating the % of corrective actions implemented against the planned number of corrective actions
% of staff between TASK Grade 17 to 11 held accountable for performance	Screen shot of performance management system	Calculating the number of management staff held accountable for performance through participation in the PMS System against the total number of staff between TASK Grades 17 to 11
% of properties in formal residential areas provided with access to potable water	Service accounts	Calculating the percentage of formally registered erven against the number of formally registered erven with access to potable water
% Water Losses	Report on water produced or purchased and report on water sold for the reporting period	Calculating the percentage water kilolitres purchased or produced against water sold for the reporting period
% of properties in formal residential areas provided with sanitation services	Consolidated report on billing of the number of residential properties which is levied for sewerage for the reporting period	Calculating the number of residential properties billed with sewerage levies expressed as a percentage of properties serviced with sewerage and sanitation services for the reporting period
% of properties in formal residential areas provided with electricity	Consolidated report on the number of residential properties which is levied and electricity availability for the reporting period	Calculating the percentage of properties services with electricity against the billing records for electricity availability for the reporting period
% of properties in formal residential areas provided with street/area lighting	Consolidated report on the number of properties billed for municipal services	Calculating the percentage of properties served with street and area lighting against billed properties for the reporting period
% Electricity Losses	Consolidated report on electricity purchased from Eskom against electricity sold as per the municipal billing and pre-paid for the reporting period	Calculating the percentage of electricity that cannot be account for through electricity sales against electricity purchased from Eskom for the reporting period
% of properties in formal residential areas serviced by maintained roads	Consolidated report on the number of residential properties billed for municipal services for the reporting period	Calculating the percentage of residential properties serviced with roads against number of properties billed for the reporting period
% of properties in formal residential areas serviced with refuse removal services	Consolidated report on the number of residential properties billed for municipal services for the reporting period	Calculating the percentage of properties against he total number of billed properties where refuse removal services has been rendered for the reporting period.
% of MIG grants spent	Financial report on MIG grant funding and proof of expenditure for the reporting period	Calculating the percentage of MIG grant funding spent against planned MIG expenditure for the reporting period
% of DME grants spent	Financial report on DME grant funding and proof of expenditure for the reporting period	Calculating the percentage of DME grant funding spent against planned DME grant funding expenditure for the reporting period

Key Performance Indicator	Supporting Documentation required	Means of measurement
% of development complies with the spatial development framework	Council resolutions approving deviations from compliance with Spatial Development Framework and proof of actions instituted against transgressors for the reporting period	Calculating the number of deviations approved by Council and transgressors against the requirements of the Spatial Development Framework for the reporting period

SUPPLEMENTARY INFORMATION

A. WARD INFORMATION

No.	Ward
1	Oyster Bay; Umzamuwethu; Leebos Farm and rural areas past Kruisfontein
2	Pellsrus; And a portion of Jeffreys Bay up to Woltemade street
3	Lower Wave Crest between A D Keet, Poplar, Tecoma and Noorsekloof Streets,
4	Kruisfontein; Vaaldam; Jeugkamp; Die Berg; Gill Marcus; Johnson's Ridge and; A Section of Humansdorp Town
5	Arcadia and; The area bordering Humansdorp Country Club; A section of the Old Golf Course Settlement
6	The new part of KwaNomzamo; Vergenoeg, Polla Park, Lungiso High School area
7	Loerie, Thornhill, Kleinfontein, Longmore and surrounds
8	Upper Wavecrest, Ferreira Town, Kabeljouws and; Farm areas towards Mondplaas
9	Phillipsville , Centerton, Hankey town, Rosedale, Extension 4.
10	Ramaphosa Village, Quagga, Andrieskraal, Cambria
11	Jeffreys Bay CBD, C-Place
12	St Francis Bay; Kromme River, Sea Vista, Cape St Francis
13	Patensie Town, Correctional Services, Weston, Rooidraai, Chickwell Farm Area
14	Aston Bay, Marina Martenique, Paradise Beach, Tokyo Sexwale
15	Ocean View towards Humansdorp, Boskloof, Panorama, Humansdorp CBD, Old KwaNomzamo

B. SPENDING CLASSIFICATIONS

Spending protocol is vitally important if the budget, especially within a 12 month period is to be achieved. It has to conform to the internal and external policies and legislation. E.g. Supply Chain Management Policy.

Type of spending

1. Deliberate spending (priority 4)

   Here expenditure is incurred as a result of a directive to be achieved e.g. purchasing of later model computers. This spending need necessarily not have taken place but may be as a result of a future plan for spreading expenses or a maintenances plan.

2. Compulsory spending (priority 1)

   Here no choice is possible and if not incurred will result in a break down in service delivery E.g. salaries and wages, loan repayments.

3. Voluntary spending (priority 3)

   This spending type refers to expenses that add to an existing service that part that could be done without or restrict but is seen as contributions to matters other than basic service delivery or indirectly we do not know its full extent e.g. Donation, provisions, telephone, stationery.

4. Involuntary spending (priority 2)

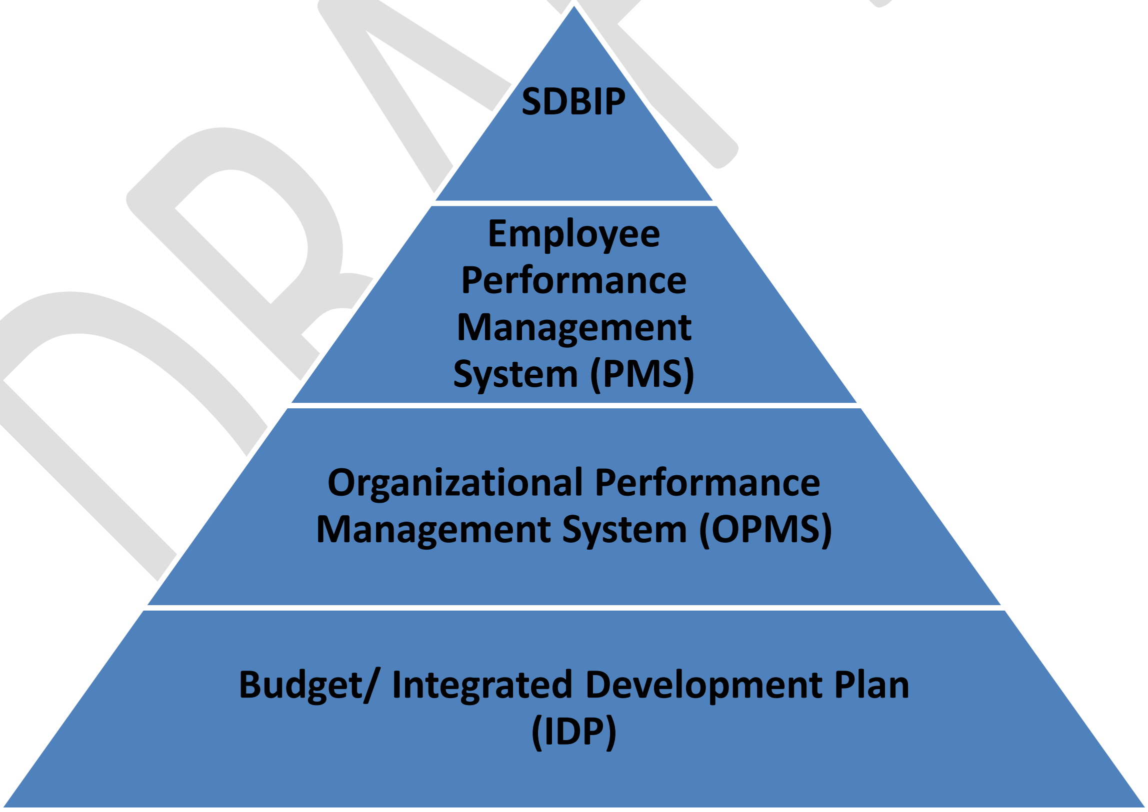
   These expenses we have no control over and will include bank charges, delivery fees, P.A.Y.E, vat

The priority of spending may necessarily not be directly related to the timing of when the expenses take place. What is intended is that when cash flow become a problem one should be able to prioritize spending so as not to halt service delivery. Every head of department should indicate next to the spending line the priority and so for e.g. a compulsory spending budget may be achieved. This will facilitate emergency reform action on a minutes' notice.

C. <u>PERFORMANCE MANAGEMENT</u>

The SDBIP forms and integral part of the Organizational Performance Management System in that it provides the Institutional Scorecard and Departmental Scorecards through the service delivery targets which is cascaded into the performance management contracts of senior managers.

The pyramid illustrate the span between the SDBIP and the Policy Document



D. SDBIP REVISION

As budget administrator the CFO will forward to the Accounting Officer the reports in terms of section 71 and 72 of the Local Government Municipal Finance Management Act, 56 of 2003. The results of trading between realistic income and expenditure will prompt the need to revise the SDBIP.

As Departmental Administrators Heads of Departments shall at quarterly intervals report to the Municipal Manager on the implementation of SDBIP targets per their respective Directorates for purpose of monitoring and review where required.

- The areas of concern will be highlighted
- The Adjustment Budget will be made available.
- The corresponding KPA will be identified
- The Director in charge will be requested to provide written comment as the need to adjust the SDBIP, considering the priority status.
- The choice of alternatives will be tabled in an effort to avert downwards adjustment.
- Consultation will be held with the Executive Mayor and management
- A report will be compiled and tabled at Council.
- Performance measurements will be adjusted.
- Roll over for capital projects will be note and the funds set aside at the yearend should financial resources permit.

SDBIP review shall coincide with any budget adjustment as may be permissible by law.